



Union-Management Meetings Minimum Standards

Meeting times

- Joint meetings should take place during work hours.

Pay

- Union Representatives should receive normal pay for joint meetings and should be allowed work time, with pay, to prepare for and follow-up on such a meeting.

Good faith and goodwill

- There should be good faith and goodwill on both sides.
- The meeting process should not be subverted for other reasons.
- Most importantly, the process must not be simply an exercise to fulfill requirements of the law or the collective agreement.

Information sharing and confidentiality

- The parties should share whatever information is reasonably necessary to allow meaningful and effective participation in a joint meeting process while ensuring that confidentiality requirements are met.

Preparation

- Both parties should be well prepared in advance of joint meetings and should be committed to implementation of meeting outcomes.



- Where parties are unable to come to agreement, respective positions should be clearly understood and any common ground or proposals for resolution should be clearly identified and captured, in writing, before ending joint discussion.

Standards Specific to Joint Committees

Laying the groundwork

- Joint committee members should develop terms of references together.
- Establish clear objectives should be established from the outset.
- Ensure that participants have clear mandates, influence over the outcomes, and a stake in implementation of actions jointly agreed-upon.
- Where possible, the parties should develop both short and long-term plans and strategies for joint work.

Values

- Mutual respect for the legitimacy and point of view of all parties is basic to successful joint meetings.
- Parties should come to joint meetings fully prepared to: initiate proposals for discussion, review and consider of proposals, formulate informed responses and/or alternatives to proposals, provide effective advice on any steps necessary to achieve joint objectives resulting from proposals.
- When joint committee work does not lead to agreement, participants should hold themselves accountable for the results.

Resources



- There should be a commitment of adequate time, resources, and necessary supports for joint work.
- Appropriate training should be provided to joint committee members.
- Union Representatives should be given time, with pay, to perform their duties as a member of a joint committee. This includes preparation for meetings, implementation of meeting decisions and necessary consultation with union members

What is consultation

- Consultation is a process for seeking and providing information and advice, exchanging views, and discussing issues, at a level (e.g., national, regional, local, sectoral, or specific occupational group) appropriate to addressing or resolving issues, in an atmosphere of mutual respect and trust.
- To be effective, the process must be based on an honest and open commitment, by both parties, to the sharing of information and to listening to each other's opinions, observations, and recommendations, prior to decisions being taken. This allows each party to understand the full implications of decisions and actions on their legitimate interests.
- However, some limitations must be respected. They include:
 - The rights of management and the bargaining agent must not be compromised, encroached upon, or diminished.
 - The provisions of collective agreements and statutes, and their intent, must be adhered to.



- Matters for which other formal channels have been established (e.g., Occupational Health or Safety, National Joint Council matters) must normally be addressed in those forums; and
- Issues relating to an individual such as grievance cases must not be discussed in a way that would breach confidentiality.

Note: Grievance cases may be discussed in a generic way if such discussions provide a means to identify trends or underlying causes that would help in resolving the problem.

- Generally, matters should be discussed at a level (e.g., national, regional, local, sectoral, or specific occupational group) appropriate to the resolution of the issue or the problem. In some cases, it is helpful to discuss matters that are being addressed in depth at a different level.

For example:

- To provide information on the matter.
 - To explain or define the application of a policy related to the matter.
 - To discuss problems related to the matter with a view to reducing tension and promoting understanding between the parties concerned.
 - To communicate information when appropriate to other levels of management.
- LMCC representatives throughout the organization should ensure they have a common understanding of this approach prior to addressing issues. This can include discussing the process or joint training.